



DEPARTMENT OF THE ARMY
U.S. ARMY ENLISTED RECORDS AND EVALUATION CENTER
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REPLY TO
ATTENTION OF

AHRC-EB

26 October 2005

MEMORANDUM THRU Commander, United States Army Training and Doctrine Command, Attention: ATTG-P (SGM Neal), 3 Fenwick Road, Building 11, Fort Monroe, VA 23651-1049

FOR Commander, US Transportation Center, Fort Eustis, VA 23604

SUBJECT: Career Management Field (CMF) 88 Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 4 October 2005, subject: Memorandum of Instruction for the FY06 Master Sergeant Selection Board.
2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 88 submits this Review and Analysis to assist you in executing your duties as proponent for Military Occupation Skill (MOS) within this CMF.
3. Competence assessment of Promotion Zone (Strengths and Weaknesses).
 - a. Performance and potential. The majority of CMF 88 NCOs served in key leadership positions within their respective MOS and performed their duties in a highly professional manner. In fact, a large majority of these NCOs served in multiple key leadership positions such as Platoon Sergeant, Detachment First Sergeant, and Section NCOIC for a minimum of 12 months, building a strong and solid foundation for the knowledge, experience, and skill sets required of CMF 88 Master Sergeants. Outstanding performance for extended periods of time in MOS-related leadership key leadership positions were viewed as key potential indicators and were favorably considered by the board. The preponderance of CMF 88M NCO records were highly impressive and indicate that the Transportation Corps is well positioned for meeting the demands and challenges of future requirements.
 - b. Utilization and Assignments. Generally senior CMF 88 NCOs are being properly developed and utilized, creating a balanced field. It becomes obvious when looking at a soldier's entire assignment history that there are NCOs who constantly seek the tough and high-risk jobs and there are some who do not. A large number of NCOs have successfully taken on jobs like Detachment Sergeant, Drill Instructor, Recruiter, AC/RC duty, Operations NCO and even First Sergeant opportunities when available. NCOs assigned to Recruiting Command continue to receive average to slightly below average NCOERs. The panel did not unfairly penalize NCOs in this situation. Diversity of assignments was favorably considered by the panel. Favorable consideration was also given to those NCOs who consistently performed in leadership positions and/or

assignments within their MOS.

c. Physical Fitness. Overall, the CMF 88 NCOs are in good physical condition and score well on the Army Physical Fitness Test (APFT). Approximately one third of the NCOs were qualified as Master Fitness Trainers, however, the board recommends CMF 88 NCOs be afforded more training opportunities in the wellness arena to augment their MFTs to better manage overall unit physical fitness programs. Earning the APFT Badge was considered as a plus, however not always readily identifiable on the evaluation reports. Raters should ensure excellence in physical fitness is annotated on the NCOER (by score), especially when the NCO scored a 90 in each event.

d. Training and Education. All NCOs reviewed by the board were graduates of the Transportation Advanced Course (ANCOC) with a large percentage graduating at the top 20% of the class. The Transportation Corps has a considerable number of NCOs with Associates and Bachelor Degrees. This is a clear indication that our Soldiers are realizing the importance and value of continued education. Soldiers should continue to be encouraged to take full advantage, whenever possible, to get their degree through classroom participation or education on line. It was apparent that NCOs who excelled in military schools generally performed very well in their assignments.

e. Overall career management. The panel consensus is that CMF 88 is effectively managed. The panel did note, however, that several NCOs were rotating through back-to-back TDA jobs. This was particularly evident for Instructor/Writers. It is the responsibility of the NCO to work with the branch manager, and the Proponent to ensure he/she is afforded the opportunity to serve in the appropriate MOS-related leadership positions.

4. Recommendations.

a. Competence. NCOs are technically and tactically proficient; however, continue to improve the assignment process to ensure repetitive tours outside the MOS are minimized and equally distributed throughout the force.

b. CMF structure and career progression. There is a considerable number of NCOs that sought out the hard jobs. HRC and the proponent need to emphasize the importance of NCOs getting a variety of CONUS and deployment, TDA, TOE and special assignments. Continue to emphasize diversity of assignments. Balance is the key to success.

c. Photos. CMF 88 NCO files were very impressive but we still need improvement in this area. The photograph is usually the first thing a board member sees and is the initial impression as they assess the file; therefore, ensure the uniform fits properly, know the regulation and take someone to the photo shoot...it's that important. AR 640-30 requires a photo every 5 years or when changes occur. Missing photos in situations where there was ample opportunity to get one was viewed unfavorably by the panel.

There were a number of photos outdated and were taken still wearing their previous rank (SSG). Some general observations of the CMF 88 series are as follows:

- (1) Photo not on file or over 5 years old
- (2) Authorized Skill Badges not worn in photo
- (3) US insignia incorrectly placed on uniform
- (4) Female soldiers with fingernails longer than prescribed by regulation
- (5) Ribbons not worn in the correct sequence and manner
- (6) Mustaches and hair not IAW AR 670-1
- (7) Jacket sleeves too long or too short (male and female)
- (8) Wearing the Armed Forces Expeditionary Medal backwards
- (9) Soldiers still wearing their past grade (SSG) in the photo
- (10) Soldiers wearing unauthorized unit awards

d. Total Person Concept. The Transportation NCO Corps is strong. To remain competitive, NCOs must continue to do the things that set them apart from their peers (repetitive successful leadership assignments, attendance at Battle Staff and other MOS enhancing schools, exceeding the standard in military schooling, current and accurate photograph, etc). Tough assignments and time in deployed units while serving successfully in leadership positions was a plus.

e. Rater. Raters do a good job justifying ratings with bullet comments; however, there remains room for improvement. Frequently, excellence bullets are not justified on the NCOER. Excellence bullets should be clearly articulated, fully justified and quantified with specific examples and measurable results. The majority of NCOERs have justified "excellence" ratings in two or three categories and were viewed as very competitive by the panel. NCOERs with justified "excellence" ratings in all five categories are rare and should continue to be reserved for only the best. This is a good thing and sends a powerful message to the panel. Raters should put the strongest bullets first – they will stand out and send a clear message. Include references to Audie Murphy, Sergeant Morales, Army Physical Fitness Badge and other equivalent awards/honors on the NCOER.

f. Senior Rater. A single bullet that accurately justifies the rating block is better than several bullets that say nothing. "Will be an outstanding CSM" or words to that effect

send a strong message to the board and should continue to be reserved for only the very best.

g. Reviewer. Although rare, there were some instances where the reviewer did not agree with the rater and/or senior rater evaluation. In most cases, the reviewer comments sent a clear message to the panel members concerning promotion of the Soldier and was very helpful to the panel.

h. Disciplinary Action. NCOs should make every effort to remove disciplinary action from their file. Disciplinary action was a significant discriminator in evaluating an NCO for promotion, especially if received in current grade.

i. Duty Description. Be specific...clearly state OIF/OEF participation from a deployed location in the duty description. Ensure duty MOS is correct. Too often it was difficult for panel member to determine if the job was a 40 or 50 level position. The Proponent Guidance (Career Path) is a useful tool in determining duty MOS/title.

j. Values. Any "no" on the values portion of the NCOER was viewed by the panel as a significant discriminator.

k. Complete the Record NCOER. If authorized under AR 623-205, get a Complete the Record NCOER.

l. Updating the OMPF. An OMPF that is administratively correct and a photo that is up-to-date are two of the most critical elements to a positive review of an NCO's performance. When these items are "dress-right-dress" a positive message is sent to the board member from the start. If you think you need to send a letter, let your chain of command and your career manager review it first. There were few instances where letters to the board had any impact on the final vote. Whenever possible, use the ERB as a method of conveying new and pertinent information to the board.

m. Overall health of CMF. Based on the eligible population and "selection criterion," CMF 88 is in excellent shape and is postured for meet the needs of the future.

5. CMF Proponent Packets. The branch proponent packet was excellent and contained vital information necessary to create a realistic picture of a successful NCO. The panel used the information provided by the Proponent to develop the panel standards that were used to determine best qualified for promotion. Continue to update and revise as the branch transforms.

6. Conclusion. The panel believes it selected the best qualified NCOs for promotion. Chain of command involvement in all aspects of the promotion selection process (i.e. quality/accurate photographs, opportunities for diverse and challenging assignments in leadership positions, detailed/justified comments and block checks on NCOERs, updated ERBs, etc.) is a must. The most effective and heavily weighted tool available to the panel members is the NCOER. Senior leader involvement in the preparation and

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the mentoring leading up to the finished product will ensure raters and senior raters differentiate between those that should be promoted from those that should not be promoted. Raters, senior raters and reviewers must continue to make the tough call when writing and reviewing NCOERs. To prevent inflation and ensure the integrity of the NCOER, it is incumbent on raters, senior raters and reviewers to ensure they are precise in the language they use to convey information. There are few responsibilities more important to the health of our Army than the proper use of words to accurately describe those who are the best qualified to lead our soldiers at the highest level of the noncommissioned officer corps.

A handwritten signature in black ink, reading "B. Shannon Davis". The signature is written in a cursive, flowing style.

B. SHANNON DAVIS
Colonel, AV
Panel Chief